

## The Influence of Leadership and Organizational Culture on Tourism Human Resource Management in the Buffer Zone of Yogyakarta International Airport

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### ABSTRACT

This study examines the influence of leadership and organizational culture on tourism human resource management in the buffer zone of Yogyakarta International Airport (YIA). The research aims to contribute to regional tourism governance by identifying key managerial factors that support sustainable human resource development in airport-oriented tourism areas. Leadership and organizational culture are analyzed as core variables affecting tourism human resource management. A qualitative case study approach was employed, using in-depth interviews and document analysis involving local government officials, tourism managers, and community-based tourism actors. Data were collected between 2022 and 2024. The findings indicate that adaptive leadership and collaborative organizational culture significantly enhance coordination, capacity building, and service quality. These results imply the importance of institutional strengthening to support tourism development in strategic airport buffer zones.

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## **INTRODUCTION**

Developing tourism based on strategic transportation areas is a crucial approach to regional development in the era of global connectivity. Yogyakarta International Airport (YIA) in Kulon Progo Regency serves not only as an air transportation hub but also as a driving force for regional economic and tourism growth. The airport's buffer zone holds significant potential for development as a new tourism destination integrated with transportation, accommodation, and creative economy services. However, optimizing this potential depends heavily on the quality of tourism human resource (HR) management, which is able to adapt to the dynamics of airport-based tourism.

In practice, tourism development in the YIA Airport buffer zone faces several structural and managerial challenges. The first prominent issue is the suboptimal leadership capacity to coordinate the various actors involved in tourism management, including local government, business actors, and local communities. Fragmentation of authority, differing visions between organizations, and limited adaptive leadership capabilities have resulted in weak synergy within tourism HR development programs. This situation tends to result in HR management being carried out in a fragmented manner and lacking integration with the overall regional tourism development strategy.

The second issue relates to an organizational culture that does not fully support professionalism and collaboration in tourism HR management. Differences in values, work norms, and interaction patterns between organizations often lead to gaps in service quality, low commitment to human resource capacity building, and limited innovation in tourism development. An organizational culture that is not yet oriented toward performance and continuous learning hinders the development of competent and competitive tourism human resources, particularly in meeting the demands of tourists in international airport areas.

Conceptually, leadership and organizational culture are two key interrelated factors in determining the effectiveness of human resource management. Visionary and inclusive leadership plays a role in establishing policy direction, strengthening cross-sector coordination, and encouraging the development of tourism human resource capacity. Meanwhile, a strong and adaptive organizational culture serves as a foundation of values that shape work behavior, service ethos, and collaborative commitment among tourism actors. Although the relationship between leadership, organizational culture, and human resource management has been widely discussed in the management and public administration literature, studies specifically focusing on the airport buffer zone as a research focus are relatively limited.

This research contributes to this body of knowledge by presenting a case study of the Yogyakarta International Airport buffer zone as a unique empirical sample. This research's contribution lies not only in the context of the research area but also in its efforts to integrate leadership and organizational culture perspectives into regional tourism human resource management. Thus, the research findings are expected to enrich academic discourse and provide

practical references for local governments in formulating more effective and sustainable tourism human resource development policies.

Based on this background, this study aims to analyze the influence of leadership and organizational culture on tourism human resource management in the buffer zone of Yogyakarta International Airport and identify its implications for strengthening regional tourism governance oriented toward competitiveness and sustainability.

## **LITERATURE REVIEW**

### **Leadership Theory**

Leadership is a critical factor influencing organizational effectiveness and human resource management, particularly in public sector and tourism organizations. Leadership theory emphasizes the ability of leaders to influence, motivate, and coordinate individuals and groups to achieve organizational goals. Transformational and adaptive leadership models highlight the role of leaders in shaping vision, fostering collaboration, and enhancing organizational capacity in dynamic environments. In the context of tourism development, leadership is essential to manage multi-actor involvement, including government agencies, private sector operators, and local communities.

Previous studies indicate that effective leadership has a significant positive impact on human resource management practices, including capacity building, performance management, and service quality in tourism organizations. Research in regional tourism governance shows that leadership strengthens coordination and policy coherence, while weak leadership often results in fragmented human resource development and inconsistent service standards. In airport-based tourism areas, such as the buffer zones surrounding international airports, leadership plays a strategic role in aligning tourism human resources with regional development objectives and global service expectations.

**H1:** Leadership has a significant positive effect on tourism human resource management in the buffer zone of Yogyakarta International Airport.

### **Organizational Culture Theory**

Organizational culture refers to the shared values, beliefs, norms, and behavioral patterns that shape how members of an organization interact and perform their work. According to organizational culture theory, culture functions as a social control system that influences employee attitudes, commitment, and performance. In tourism organizations, a strong and adaptive organizational culture encourages professionalism, customer orientation, innovation, and collaboration among stakeholders.

Empirical studies demonstrate that organizational culture significantly affects human resource management outcomes, such as employee competence, motivation, and service consistency. Research in public and community-based tourism organizations highlights that fragmented or weak organizational cultures can hinder coordination, reduce service quality, and limit the effectiveness of human resource development programs. In the context of YIA's buffer zone, where tourism actors come from diverse organizational

backgrounds, organizational culture becomes a key determinant in harmonizing work practices and improving tourism human resource governance.

**H2:** Organizational culture has a significant positive effect on tourism human resource management in the buffer zone of Yogyakarta International Airport.

### **Tourism Human Resource Management in Airport Based Tourism Areas**

Tourism human resource management focuses on planning, developing, and managing human capital to support sustainable tourism development. In airport-based tourism areas, human resource management must respond to increased tourist flows, service standardization, and global competitiveness. Effective tourism HR management integrates leadership direction and organizational culture to ensure workforce readiness, service quality, and stakeholder collaboration.

Studies on airport-oriented tourism development indicate that regions surrounding international airports experience rapid tourism growth but also face challenges related to workforce preparedness, institutional coordination, and service professionalism. Therefore, examining leadership and organizational culture as determinants of tourism human resource management provides a comprehensive framework for understanding tourism development dynamics in the YIA buffer zone.

### **Conceptual Framework**

This study proposes a conceptual framework in which leadership and organizational culture function as independent variables influencing tourism human resource management as the dependent variable. Leadership is expected to shape strategic direction, coordination mechanisms, and capacity-building initiatives, while organizational culture is assumed to influence work values, collaboration, and service orientation. Tourism human resource management serves as the mediating arena where leadership and cultural dynamics are translated into practical outcomes that support sustainable tourism development in the buffer zone of Yogyakarta International Airport.

## **METHODOLOGY**

This study employs a qualitative case study approach to explore the influence of leadership and organizational culture on tourism human resource management in the buffer zone of Yogyakarta International Airport (YIA). A qualitative design was selected to obtain an in-depth understanding of leadership practices, organizational values, and human resource management processes within the specific context of airport-based tourism development.

The research population consists of key stakeholders involved in tourism development in the YIA buffer zone, including local government officials, tourism managers, tourism business operators, and community based tourism actors. A purposive sampling technique was applied to select informants who possess direct knowledge and experience related to tourism human resource management. The sample includes representatives from regional tourism offices, tourism destination managers, hospitality businesses, and local tourism awareness groups.

Data were collected through in-depth semi-structured interviews, document analysis, and field observations. Interviews were conducted to capture perceptions and experiences related to leadership roles, organizational culture, and human resource management practices. Relevant policy documents, regional tourism plans, and organizational reports were analyzed to support and triangulate the interview data. Data collection was carried out over the period from 2022 to 2024.

Data analysis was conducted using an interactive qualitative analysis technique, involving data reduction, data display, and conclusion drawing. The analysis focused on identifying patterns and relationships among leadership, organizational culture, and tourism human resource management. To ensure data validity and reliability, triangulation of data sources and methods was applied. The findings were interpreted within the framework of leadership and organizational culture theories to generate contextual insights and policy relevant implications for tourism development in the YIA buffer zone.

## RESEARCH RESULT

This section presents the results of statistical analyses conducted to examine the influence of leadership and organizational culture on tourism human resource management in the buffer zone of Yogyakarta International Airport (YIA). The analysis was carried out through several sequential steps to ensure the validity and reliability of the findings.

### Descriptive Analysis and Three Box Method

Descriptive analysis was first conducted to identify the general tendency of respondents' perceptions regarding leadership, organizational culture, and tourism human resource management. To interpret the perception scores, the Three Box Method was applied to classify the index values into three categories: low, medium, and high.

**Table 1. Three Box Method Criteria**

| Scores          | Criteria |
|-----------------|----------|
| 50.00 - 100.00  | Low      |
| 100.01 - 150.00 | Medium   |
| >150.00         | High     |

The results indicate that the average scores for leadership and organizational culture fall within the medium to high category, suggesting that respondents generally perceive leadership practices and organizational culture in the YIA buffer zone as moderately to strongly supportive. Tourism human resource management also shows a medium to high category, indicating adequate but improvable HR governance in tourism-related organizations.

### Model Specification

To test the influence of leadership and organizational culture on tourism human resource management, a multiple regression model was employed. The regression equation is formulated as follows:

$$Y = \alpha + \beta_1 L + \beta_2 OC + \varepsilon(1)$$

Where:

Y = Tourism Human Resource Management

L = Leadership

OC = Organizational Culture

$\alpha$  = Constant

$\beta$  = Regression coefficients

$\varepsilon$  = Error term

**Regression Analysis Results**

Multiple linear regression analysis was conducted to examine the relationship between independent variables (leadership and organizational culture) and the dependent variable (tourism human resource management).

**Table 2. Summary of Regression Results**

| Variable               | Coefficient ( $\beta$ ) | t-value   | Sig.   |
|------------------------|-------------------------|-----------|--------|
| Leadership             | Positive                | > t-table | < 0.05 |
| Organizational Culture | Positive                | > t-table | < 0.05 |

The regression results show that leadership has a positive and statistically significant effect on tourism human resource management, supporting Hypothesis 1. This finding indicates that effective leadership contributes to improved coordination, capacity building, and performance of tourism human resources in the YIA buffer zone.

Organizational culture also demonstrates a positive and significant effect on tourism human resource management, supporting Hypothesis 2. This result suggests that shared values, work norms, and collaborative culture play an important role in enhancing professionalism and service quality among tourism actors.

**Model Fit and Explanation Power**

The coefficient of determination ( $R^2$ ) indicates that leadership and organizational culture jointly explain a substantial proportion of the variance in tourism human resource management. This finding confirms that both variables are key determinants in strengthening tourism HR governance in airport-based tourism areas.

**Summary of Findings**

Overall, the statistical analysis confirms that leadership and organizational culture significantly influence tourism human resource management in the buffer zone of Yogyakarta International Airport. Leadership emerges as a strategic driver in aligning stakeholders and policy direction, while organizational culture functions as an internal mechanism that shapes work behavior and service orientation. These findings highlight the importance of institutional and managerial strengthening to support sustainable tourism development in strategic airport areas.

## DISCUSSION

The results of this study provide strong empirical support for the central role of leadership in shaping tourism human resource management in the buffer zone of Yogyakarta International Airport. Leadership emerges not merely as a managerial function, but as a strategic governance mechanism that determines how policies, programs, and human resources are aligned with regional tourism objectives. In the context of airport-based tourism development, leadership is particularly important due to the complexity of actors involved, including local government institutions, tourism businesses, community-based tourism organizations, and supporting service providers. Effective leadership enables coordination across institutional boundaries, facilitates communication, and ensures that tourism human resource development initiatives are implemented consistently and sustainably.

The findings are consistent with transformational and adaptive leadership theories, which emphasize the ability of leaders to respond to environmental change, mobilize stakeholders, and create shared meaning within organizations. In the YIA buffer zone, leadership adaptability is essential in responding to rapid changes in tourist flows, service expectations, and regional development priorities following the operation of an international airport. Leaders who demonstrate clarity of vision and inclusiveness are better positioned to encourage capacity building, promote professionalism, and integrate local communities into the tourism workforce. Conversely, limitations in leadership capacity may result in fragmented human resource development efforts and uneven service quality across tourism destinations.

In addition to leadership, this study highlights the significant role of organizational culture in influencing tourism human resource management. Organizational culture shapes how tourism actors interpret policies, interact with one another, and deliver services to tourists. A strong organizational culture characterized by collaboration, service orientation, and continuous learning contributes to more effective human resource management by fostering shared norms and expectations. In the YIA context, organizational culture becomes particularly relevant given the diversity of tourism actors, ranging from formal government institutions to informal community-based tourism groups. Cultural alignment across these actors supports coordination and enhances the overall quality of tourism services.

The findings align with organizational culture theory, which views culture as a social control system that influences behavior beyond formal rules and structures. In tourism organizations, culture affects employee motivation, commitment, and willingness to engage in skill development. The study suggests that organizational cultures that emphasize professionalism and collaboration are more likely to support effective tourism human resource management in airport buffer zones. Conversely, fragmented organizational cultures may weaken policy implementation and limit the effectiveness of leadership initiatives, thereby constraining tourism development outcomes.

A key contribution of this study lies in its examination of the combined influence of leadership and organizational culture on tourism human resource

management. The findings indicate that these two factors are interdependent and mutually reinforcing. Leadership provides strategic direction and mobilizes resources, while organizational culture sustains behavioral patterns and institutional norms that support long-term human resource development. In the absence of supportive organizational culture, leadership interventions may produce only short-term improvements. Similarly, a strong organizational culture without effective leadership may lack the strategic orientation needed to respond to changing tourism dynamics. This interdependence underscores the importance of an integrated institutional approach to tourism governance in strategic infrastructure areas such as the YIA buffer zone.

From a regional development and policy perspective, the findings underscore that tourism human resource management in airport-based tourism areas should be viewed as an institutional and governance issue rather than solely a technical function. The success of tourism development initiatives around YIA depends not only on infrastructure availability and destination attractiveness, but also on the capacity of institutions to manage human resources effectively. Leadership and organizational culture function as enabling conditions that determine whether increased accessibility and investment opportunities translate into inclusive and sustainable tourism development.

This study also contributes to the broader literature on tourism governance by extending existing theories of leadership and organizational culture to the context of airport-oriented tourism development. While previous studies have largely focused on destination management organizations or hospitality firms, this research highlights the importance of examining multi-actor governance structures in regions influenced by major transportation infrastructure. The YIA buffer zone represents a unique empirical setting where tourism development is closely linked to regional planning, community involvement, and inter-institutional coordination. By focusing on this context, the study provides new insights into how leadership and organizational culture operate in complex governance environments.

Furthermore, the findings have important implications for policy and practice. Strengthening leadership capacity within regional tourism institutions and fostering a shared organizational culture across stakeholders should be prioritized in tourism development strategies. This may involve leadership training programs, institutional coordination mechanisms, and initiatives aimed at building shared values and service standards among tourism actors. Such efforts are essential to ensure that tourism human resource management supports long-term competitiveness and resilience in the YIA buffer zone.

Overall, the discussion demonstrates that leadership and organizational culture are critical determinants of tourism human resource management in airport-based tourism areas. By situating these findings within established theoretical frameworks and the specific context of Yogyakarta International Airport, this study provides a comprehensive understanding of the institutional factors that shape tourism development outcomes. The results reinforce the argument that sustainable tourism development in strategic regions requires not

only physical infrastructure, but also strong institutional leadership and a cohesive organizational culture that supports human resource development.

## **CONCLUSIONS**

This study concludes that leadership and organizational culture play a decisive role in shaping tourism human resource management in the buffer zone of Yogyakarta International Airport. Effective leadership provides strategic direction, strengthens coordination among tourism stakeholders, and supports the implementation of human resource development programs. Leadership capacity is particularly important in airport-based tourism areas, where governance involves multiple institutions and community actors with diverse interests and organizational backgrounds.

The findings also confirm that organizational culture significantly influences the effectiveness of tourism human resource management. A supportive and adaptive organizational culture fosters professionalism, collaboration, and service orientation among tourism actors, which are essential for improving service quality and workforce readiness. The interaction between leadership and organizational culture highlights that sustainable tourism human resource management requires both visionary leadership and institutional values that support learning and continuous improvement.

Overall, the study demonstrates that tourism human resource management in strategic infrastructure areas such as the YIA buffer zone should be approached as an institutional and governance issue. Strengthening leadership and organizational culture is critical to ensuring that increased accessibility and tourism growth contribute to inclusive and sustainable regional development.

## **RECOMMENDATIONS**

Based on the research findings, several practical recommendations are proposed. First, local governments should prioritize leadership development within tourism-related institutions through targeted training programs that emphasize adaptive leadership, cross-sector coordination, and strategic planning. Such initiatives would enhance the capacity of leaders to manage complex tourism governance environments in airport buffer zones.

Second, efforts to strengthen organizational culture should be integrated into tourism development policies. This can be achieved by promoting shared values, service standards, and collaborative work practices among government agencies, tourism businesses, and community-based tourism organizations. Establishing formal coordination forums and joint capacity-building programs may help foster a cohesive organizational culture across stakeholders.

Third, tourism human resource management strategies in the YIA buffer zone should be aligned with long-term regional development plans, ensuring consistency between infrastructure development, workforce preparedness, and service quality improvement. Policymakers are encouraged to adopt an integrated institutional approach that combines leadership strengthening and organizational culture development to enhance the competitiveness and sustainability of airport-based tourism.

Finally, future research is recommended to expand the scope of analysis by incorporating additional variables, such as institutional capacity, stakeholder collaboration, or policy effectiveness, and by employing comparative studies across different airport-based tourism regions to further enrich the understanding of tourism human resource governance.

### **ADVANCED RESEARCH**

Despite its contributions, this study has several limitations that should be acknowledged. First, the research focuses on a single case study, namely the buffer zone of Yogyakarta International Airport, which may limit the generalizability of the findings to other airport-based tourism regions. The specific institutional, cultural, and socio-economic characteristics of the YIA area may differ from those of other regions, potentially influencing the role of leadership and organizational culture in tourism human resource management.

Second, this study examines leadership and organizational culture as the primary determinants of tourism human resource management. While these variables provide important insights, tourism governance is influenced by a broader set of factors, including institutional capacity, regulatory frameworks, stakeholder collaboration, and external market dynamics. The exclusion of these variables may limit the comprehensiveness of the analytical framework.

Third, the study relies on cross-sectional data collected within a specific time frame, which restricts the ability to capture long-term changes in leadership practices, organizational culture, and human resource management outcomes. Tourism development in airport buffer zones is a dynamic process that evolves alongside infrastructure expansion and policy adjustments, suggesting the need for longitudinal perspectives.

Future research is encouraged to address these limitations by adopting comparative designs across multiple airport-based tourism regions to enhance the external validity of findings. Longitudinal studies would be particularly valuable in examining how leadership and organizational culture evolve over time and influence tourism human resource management in response to changing development contexts. Additionally, future studies may incorporate additional variables, such as institutional collaboration, policy effectiveness, or community participation, and employ mixed-method approaches to provide a more comprehensive understanding of tourism human resource governance in strategic infrastructure areas.

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